

PRACTITIONER EXPERIENCE

Experience an Embedded Practice in real work.



Problem-Solving &
Critical Thinking



PRACTICE: The Assumption Audit

Name the assumption that could break your recommendation, before someone else finds it.

THE HOOK

Every recommendation rests on assumptions. The ones you haven't named are the ones that will surprise you.

DEFAULT

BEHAVIOR SPECTRUM

EMBEDDED

01

SIGNAL

When does this matter?

Any time you're about to make a significant recommendation, present a proposal, or advocate for a course of action.

You're finalizing the slide that recommends migrating to the new vendor next quarter.

02

REDIRECT

What do I do?

Name the three assumptions your recommendation depends on most. Ask how you'd know if each is wrong. Address the one that matters most.

You realize the recommendation assumes the vendor's API ships on time — so you add a fallback plan to the slide.

03

SHIFT

How will I know it's working?

You'll know it's clicking when someone tries to poke a hole in your recommendation and you already have the answer.

A stakeholder asks, "What if the API slips?" You already have the fallback ready to show.

04

EMBEDDED

How do I know it worked?

Your recommendations hold up under pressure. Pushback finds you two steps ahead, not scrambling.

Your director starts routing tough proposals to you first — she knows the holes are already covered.



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- You present the recommendation.
- The weak assumption surfaces when someone else finds it.

AFTER (Embedded)

- You name the assumption that would change your answer.
- You've already addressed or disclosed it before anyone asks.

THE GOAL

Make your recommendation survive its own assumptions before anyone else tests it.